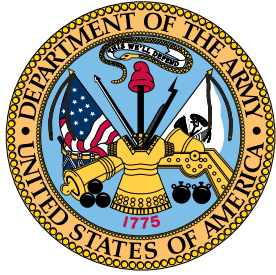


COMMANDER'S GUIDE

Army Installation Standards





Message for Commander's Guide — Army Installation Standards Transforming Army Installations

To meet the rapidly evolving requirements of the strategic environment of the 21st century, The Army is transforming the world's premier landpower from a Cold War Existing Force to an Objective Force that is more responsive, agile, versatile, deployable, lethal, survivable, and sustainable – dominant at every point on the broad spectrum of military operations. Far more extensive than modernizing just equipment and formations, Transformation affects the entire Army – from training and leader development programs, to combat formations, to our installations.

The Well-Being of our people – the human dimension of Transformation – is inextricably linked to the readiness of our force, and the quality and character of our Army installations are pivotal to caring for our people and enhancing their Well-Being. Our force lives, works and trains on these operational and service support centers. They are hometowns for many of our families, resources for many of our veterans and retirees, and an integral part of the larger, surrounding communities across our Nation and around the world. Installation excellence is one of the many tangible ways we demonstrate our resolve to enhance our readiness and take care of our people – Soldiers, civilians, retirees, veterans, and their families.

This Commander's Guide is a management tool for all of The Army. The first of several phases of Command Guidance on policy and standards for installations, it outlines our Army Installation Standards. This guide provides examples of excellence and describes ways that our Installation Commanders can focus both short and long-term efforts to achieve standardization across all of our posts and garrisons. It shares well-studied means to achieve a sense of community, order, tradition, and pride on our posts. It offers guidance on ways to more cost-effectively invest resources so that we can achieve the highest degrees of sustainability, reliability, and efficiency.

All of our magnificent moments as an Army will continue to be delivered by our people, and installation excellence affects how we accomplish our missions by positively influencing our people's performance and enhancing their remarkable capabilities. This document – *Commander's Guide to Army Installation Standards* – will aid in providing for our people the degree of excellence that they give us every day.



Thomas E. White
Honorable Thomas E. White
Secretary of the Army



Eric K. Shinseki
Eric K. Shinseki
General, United States Army
Chief of Staff



*Soldiers on Guard
in Keyki, Afghanistan*

Front Cover: (Starting at Top, Left to Right)
Stryker Interim Armored Vehicle; Reviewing Plans for Education Center at Fort Knox, KY;
Barracks Complex, Fort Gordon, GA; Aerial View of Fort Rucker, AL; Soldier during Basic Training;
Family Welcome; US Army Reserve Center, Fort Belvoir, VA; Gate No. 2, Yongson, Korea

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View this booklet and link to other reference, policy, and informational documents on the Assistant Chief of Staff for Installation Management web site at <http://www.hqda.army.mil/acsimweb/homepage.shtml>.



TRANSFORMATION OF ARMY INSTALLATIONS — FACILITY POLICY AND STANDARDS

To meet the challenges of the 21st century, the Army is transitioning from the legacy force to the objective force; a force fully capable of engaging in missions across the complete spectrum of conflict. Our installations are also transforming to meet the new challenges at hand. The Assistant Chief of Staff for Installation Management is charged with the mission of providing soldiers with quality living and working conditions. To this end, we are going to establish Army standards, for facility colors, signage, landscaping, underground utilities, sidewalks, curbs, and more. This booklet is a Commanders overview of standards for installations. We will publish more specific directions and installation design standards and service standards.

Army installations should provide efficient, harmonious, secure and visually compatible physical environments conducive to attracting and retaining skilled and motivated personnel. The Army Installation Design Guide (IDG) template is a tool for design professionals and installation managers who review, adopt, and implement installation design standards. Each installation will apply the IDG template based on their individual culture, climate, and topography.

Compare your installation with the Army standards, identify both your installations assets and liabilities, and establish a plan to improve the quality of your installation in compliance with the Army standard. Then resource, manage, and implement the plan to provide and maintain

quality installations. Installations will continuously improve living and working facilities and spaces by incorporating facilities (construction, sustainment, restoration, and modernization) and services standards into everyday business practices.

This “*Commander's Guide – Army Installation Standards*” is to be applied throughout all Army installations, armories and reserve centers.

Transforming Strategy for Installations



MANAGEMENT CHANGES

The Assistant Chief of Staff for Installation Management

(ACSIM) acts for and exercises authority of the Army Chief of Staff in dissemination of policy and integration of doctrine pertaining to the operation of Army installations.



Management — The Installation Management Agency

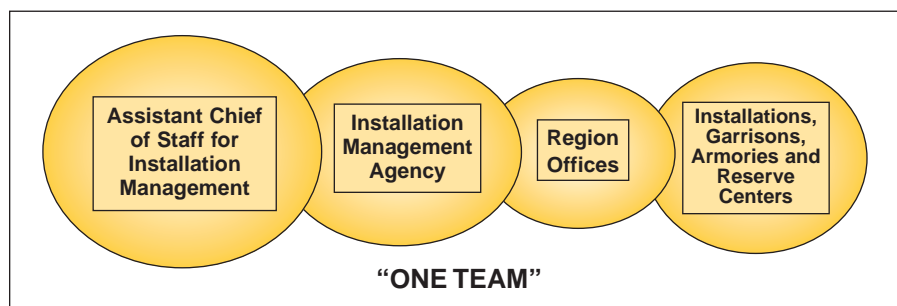
The Army is transitioning from the current structure of managing installations through major Army commands (MACOMs) to centrally managing installations through the



Installation Management Agency (IMA). The IMA is responsible for establishing performance metrics and implementing Army-wide standards for installation management and base operations.

The IMA has established Regional Offices assigned to specific geographical areas. They support the Garrisons through a variety of activities and interface with MACOMs.

An Installation Management Board of Directors provides broad strategic guidance for installation management. It is Co-chaired by the Assistant Secretary of the Army, (Installations and Environment) and the Vice Chief of Staff of the Army. The board includes Senior Army Executives, the Chief of Army Reserves, Director of the Army National Guard, and the Sergeant Major of the Army.





Army Long Range Installation Plan

THE PURPOSE.

The Army's installation long range plan conveys direction for installation management during the next 20 plus years.

The plan:

- Identifies program goals.
- Highlights key components of the Army Facility Strategy.
- Identifies efficiency programs.
- Determines funding requirements.
- Describes the metrics used to measure success.

THE PROBLEM.

Based on the current Installation Status Report (ISR), the facility ratings for the Army are predominantly C-3 for both quantity and quality as determined by user evaluations. The recapitalization rate varies, but is currently double the desired 67-year rate, exceeding the life expectancy of the facility.

The poor quality ratings are a direct result of insufficient sustainment, restoration, and modernization (SRM) funding over time. Facility quality has not kept pace with weapons modernization and force structure changes.

"We are a C-1 Army living on C-3 installations." This powerful statement comes from years of living with constrained funding and escalating requirements. Readiness and modernization programs have received priority funding at the expense of installations. Years of continuous under funding has resulted in deteriorating conditions at a majority of installations. This situation places force readiness at risk while jeopardizing morale and retention of soldiers.

Transforming installation management will help, but we also must reduce installation costs by adopting best business practices, focusing on critical installation management functions, and seeking alternative solutions (e.g. Public-Private Ventures). We will implement the most effective and efficient mix of

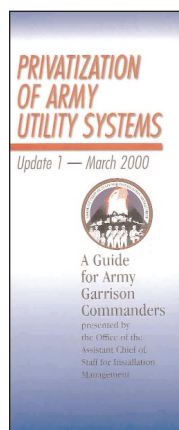
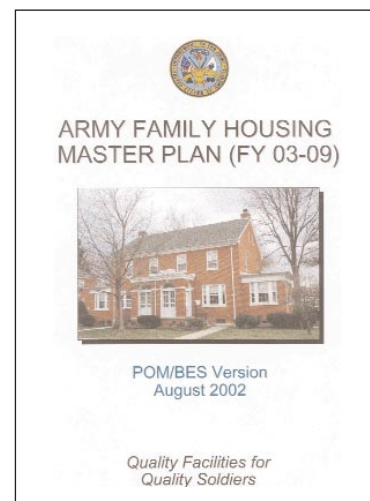
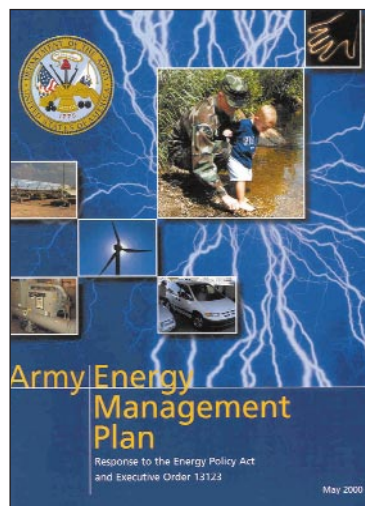
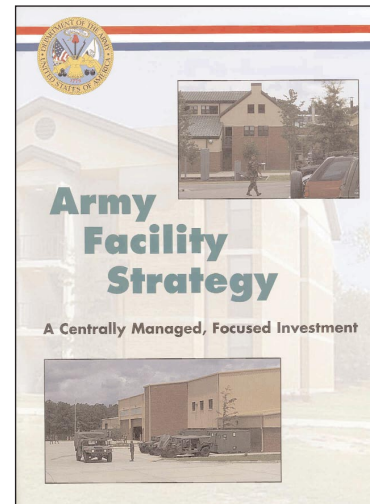
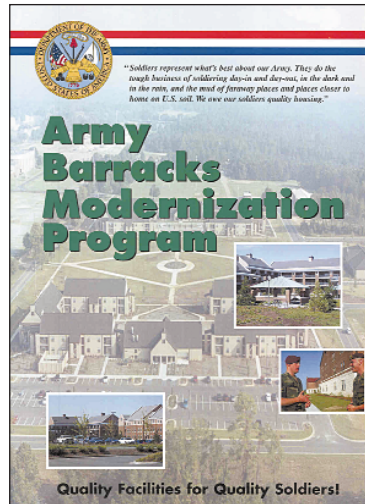
government, industry, and community services to provide the best mission support possible.

Management planning for installations of the future will focus on streamlining, realigning, and standardizing services and the workforce, recapitalizing investments, and reducing costs. We must effectively respond to changing force structures and stationing decisions, Army transformation requirements, declining facility conditions, force protection, and soldier well-being issues. The goal is to provide quality, cost effective and efficient, mission ready installations that are the right size, in the right place, and available when needed. Leveraging available resources and seeking legislative and policy changes will help accomplish this goal.

Army Long Range Installation Plan

THE PLAN.

The installation long range plan presents a facility strategy that identifies the level of investment required to improve the condition of existing facilities; reduce facility deficits; sustain, maintain and revitalize facilities; and recapitalize all facilities at a 67-year rate. Additionally, it identifies Morale, Welfare, and Recreation funding and program requirements and efficiency initiatives to reduce installation operation costs. By implementing this plan, we will provide the operational Army the best support possible within available resources.





Army Installation Standards

QUALITY

An Army community is a planned combination of people, facilities and services working together to achieve a mission. Pride in ownership is a key component in achieving a community of excellence. Pride and professionalism are nourished by a sense of well-being - a sense that one can get on with a mission secure in the knowledge that the community is fully supportive, in its facilities and services. The Army Communities of Excellence (ACOE) program is designed to boost pride by promoting excellence in our facilities and the services they offer.

Managing to standards is the essential element necessary to achieving the goals of the ACOE program.

Excellence is characterized by:

- Simplicity in design.
- Durability in materials and finishes.
- Reliability and energy efficiency in utility and building systems.
- Efficiency/adaptability in function.
- Providing accessibility to individuals with disabilities.
- Completeness in detail.
- Coordination in appearance — color, material and finish.
- Maintainability and reliability.
- Sustainability.
- Fire and Police Services.
- Utility Support.
- Facilities Maintenance.



President George Bush Signing the Americans With Disabilities Act (ADA)



Armory, Iowa National Guard, Camp Dodge, IA



Welcome Center, Fort Leavenworth, KS



Administration Building, Fort Huachuca, AZ



SENSE OF ARRIVAL

Provide main entries that present a secure, positive first visual impression about who we are and what we do.

Functional, attractive and inviting entryways make a clear statement about our pride and professionalism. Adequate security at our entryways is key in the design of the entrance facilities. Recent studies demonstrate an attractive entry can be maintained, when security features are integrated.



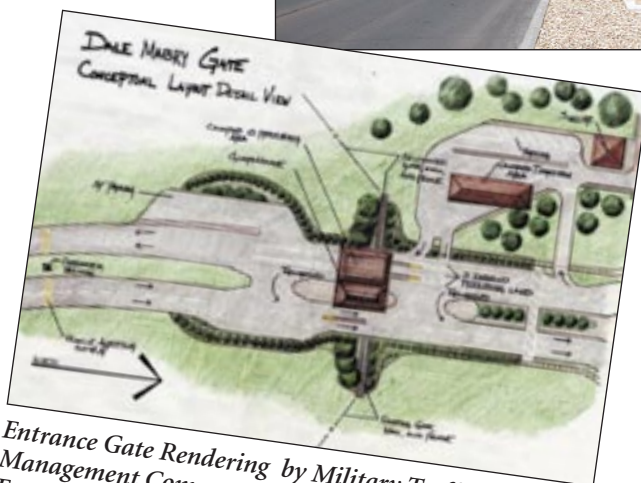
*Entrance Gate Rendering by
Military Traffic Management
Command Transportation
Engineering Agency*



Entrance, Fort Polk, LA



*Information Center,
Fort Bliss, TX*



*Entrance Gate Rendering by Military Traffic
Management Command Transportation
Engineering Agency*



Entrance, Fort Knox, KY



Army Installation Standards

SENSE OF ORIENTATION

Lay out and maintain streets, parking lots, walkways and professional signage to help guide people to their desired destinations.

Smart, clutter free traffic and standardized signage systems facilitate movement and reinforce standards of excellence.



Massello Hall, Fort Bliss, TX



Grant Avenue, Fort Leavenworth, KS

*Lawrence Joel Health and Dental Clinic,
Fort McPherson, GA*



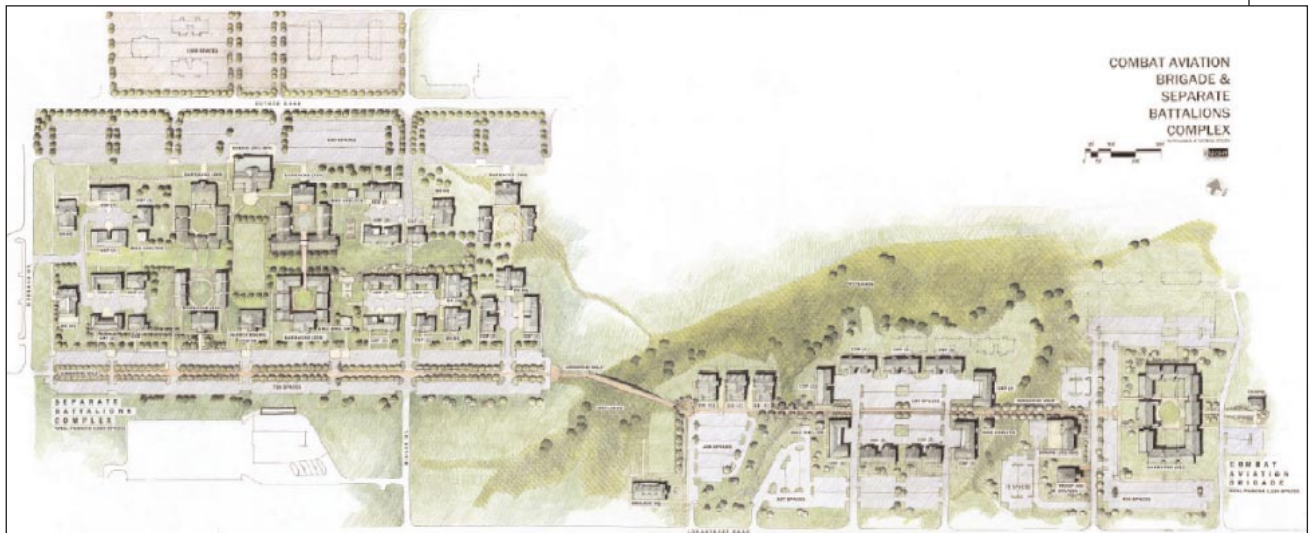


SENSE OF ORDER

Systematically arrange functions in order to foster efficiency. Doing so makes a positive statement about the professionalism of the installation's mission and its people.



Massachusetts Army National Guard, Army Aviation Support Facility



Area Development Plan



Aerial View, Fort Rucker, AL



Army Installation Standards

SENSE OF COMMUNITY

Create a sense of community for soldiers, civilians, and families. When Army people identify with their mission and community, they build a better fighting force.



Commissary Renovation, Mannheim, Germany

*Pool Complex,
Fort Knox, KY*



Library Opening, Fort Dix, NJ



Evans Hospital, Fort Carson, CO



Ice Rink, Physical Fitness Center, Fort Wainwright, AK



Stone Education Center, Fort Lewis, WA



SENSE OF COMPLETENESS

Ensure the details adding completeness to a project are included when facilities are built or modernized. Avoid compromising high quality to achieve more space.

Give special attention to landscaping and site improvement designs. The quality details of a project give low cost, high impact attention to your people.



*Sparkman Building,
Redstone Arsenal, AL*



Barracks, Fort Lewis, WA

Housing, Fort Bliss, TX



Housing, Fort Carson, CO



Army Installation Standards

SENSE OF HISTORY, HERALDRY, TRADITION

Preserve and maintain the historic character of installations, armories and reserve centers that symbolize the Army's and the Nation's heritage. Progressive and efficient methods of compliance with the National Historic Preservation Act (NHPA) are desirable.

Installations must comply with Section 106 of the NHPA for any project affecting historic properties through complex, time-consuming regulations. In lieu of these regulations, installation commanders can

now use Army Alternate Procedures (AAP), which streamlines the process. It allows for internalized decision-making at the installation level, reduces delays and costs.



Officers Club, Fort McNair, Washington, DC



Clock Tower Building, Rock Island, IL



Cadet Chapel, US Military Academy at West Point

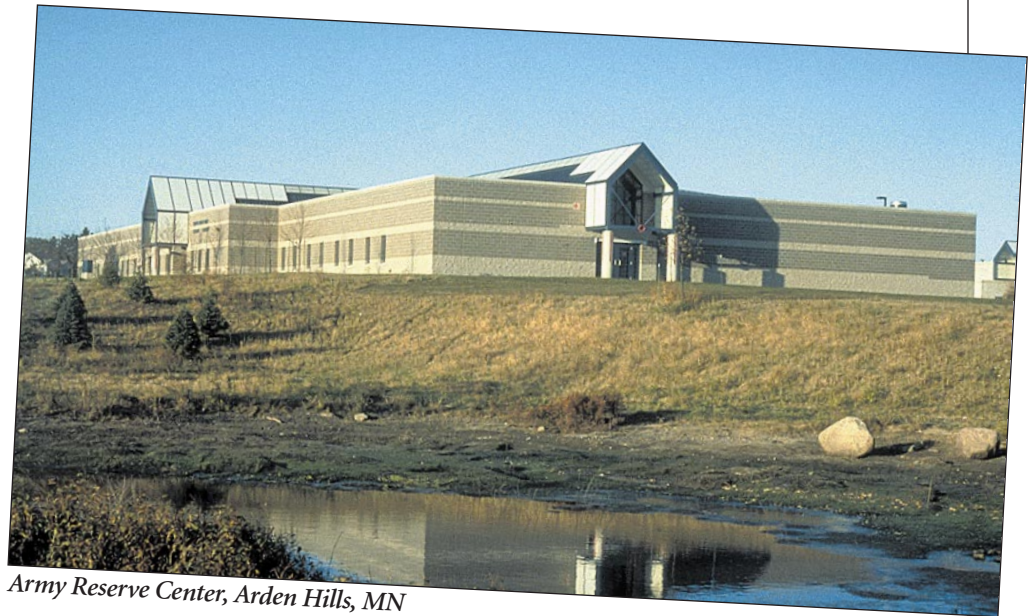


National Simulation Center, Fort Leavenworth, KS



SIMPLICITY IN DESIGN

Achieve simplicity by using form and material to express mission. This does not imply a lack of sophistication, but rather an aesthetic appreciation and integration of function with the environment.



Army Reserve Center, Arden Hills, MN

Fire Station, Fort Huachuca, AZ



Barracks, Fort Jackson, SC



Academic E-School, Fort Leonard Wood, MO



Army Installation Standards

COMPATIBILITY AMONG FACILITIES

Color, Material, Form, Detail, Scale

Control the use of standard colors, materials, and architectural details to give coherency and character to the installation. Provide coherent, architecturally compatible designs.

Every installation must adhere to installation design standards to maintain consistency in architectural theme.



*Womack Army
Medical Facility,
Fort Bragg, NC*



Housing, Fort Carson, CO



*Dr. Mary E. Walker
Medical Center, Fort
Irwin, CA*



Barracks, Fort Huachuca, AZ



Faith Barracks, Fort Bragg, NC



DURABLE MATERIALS AND FINISHES

Insist on high quality, durable materials, and finishes on all facility projects to reduce life-cycle costs. This applies to sustainment, restoration, and modernization, as well as new construction.



Barracks, Fort Benning, GA



Company Headquarters Facility, Provider Complex, Fort Carson, CO

RELIABILITY, MAINTAINABILITY

Provide facilities and work environments that support equipment reliability and maintainability. Functionally designed, high-quality maintenance facilities enhance readiness and are

critical components of excellent installations. Quality operational support facilities increase equipment reliability and enable quality individuals to perform their missions.



*Consolidated Maintenance Facility,
Tooele Army Depot, UT*



*Armor Vehicle Maintenance Facility,
Fort Knox, KY*



Army Installation Standards

INTERIOR DESIGN, QUALITY, CLEAN, PROFESSIONALLY FINISHED PLACES AND SPACES

Create quality interior space to promote pride, commitment, productivity and low maintenance. Habitable spaces which require the selection of furnishings or equipment shall also have the professional services of an interior designer.



*Baracks Common Area,
Fort Rucker, AL*



NCO Club, Fort Huachuca, AZ



*Digital Classroom, Armory, Iowa National
Guard, Camp Dodge, IA*



*Service Counter, Consolidated Maintenance
Facility, Fort McCoy, WI*



SUSTAINABILITY

Plan, design, build, and maintain facilities using an integrated approach. Select designs and products that reduce energy, operation costs, and promote environmental responsibility.

The Army uses a scoring system developed in coordination with the Green Building Council, called the Sustainable Project Rating Tool (SPiRiT). It will be used for all installation projects both new construction and renovation.

This rating tool gives an objective measure for success in developing and delivering sustainable projects. Minimum SPiRiT rating score of Bronze is required. All are encouraged to achieve higher level ratings of silver, gold, and platinum whenever possible.



Energy Efficient Lighting, Kelly Barracks, Fort Benning, GA



Energy Efficient Boiler, Fort Belvoir, VA



900 Ton Energy Efficient Chiller, Fort Benning, GA





Army Installation Standards





ENERGY CONSERVATION

Maintain, repair, and renovate buildings to reduce energy cost. Support Federal energy goals and reduce dependence on foreign oil.




Alternative fuel vehicles are 75 percent of the non-tactical fleet and shall use alternative fuel the majority of the time.

Partnership





The U.S. Army Intelligence Center at Fort Huachuca, AZ, in partnership with Tucson Electric Power Company, installed a 132-foot data tower and 10 kW wind turbine to determine the viability of wind power as a source of electricity for the post. Potential energy cost savings could add up to as much as \$1.9 million annually. Installation of solar walls; daylighting systems; solar thermal, photovoltaic, and domestic hot water systems; and a 200 kW fuel cell will reduce the Fort's energy use by almost 3 million kWh of electricity and over 8,000 million BTU of natural gas per year.

10 kW Bergey Wind Turbine
Fort Huachuca, AZ



YOU HAVE the POWER™

United States Department of the Army
Federal Energy Management Program



Fort Huachuca, AZ



Solar Panel,
Fort Benning, GA



ENVIRONMENTAL STEWARDSHIP

Fulfill the Army's obligation to preserve our limited land and water reserves. Ensure that environmental considerations are evaluated in the early stages of all projects and that proposals comply with the National Environmental Policy Act.

Focus on environmental planning, restoration, compliance, and pollution prevention. Environmental concerns must be addressed effectively.



Landfill Closure, Fort Benning, GA



Timber Harvesting, Fort Stewart, GA



Soil Sampling, Black Hills Army Depot, SD



Standards — A Checklist

Facility standards establish the quality of support provided to individuals accomplishing the Army mission. The standards define performance criteria for implementation by all of the team to support garrisons, armories, and reserve centers. Implementation teams must apply professionally developed urban, architectural, and engineering standards to make continuous improvements. A checklist of these standards includes:

Urban Design Standards

- Architectural design theme
- Pedestrian and vehicular circulation
- Parking configurations
- Signs and graphics
- Street furniture
- Exterior lighting
- Landscaping
- Utilities (above and below ground)

Architectural Design Standards

- Building shapes
- Interior design criteria
- Accessibility for individuals with disabilities
- Acoustics
- Function efficiency

Engineering Design Standards

- Infrastructure (roads, bridges, dams, airfields, etc.)
- Utility systems
- Fire protection

- Electrical and communication
- Heating, venting, and air conditioning
- Environmental compliance

Maintenance Standards help to ensure that materials and systems give prolonged service and superior life-cycle performance.

- Life-cycle costing
- Reliability
- Operability
- Durability in materials
- Standardization
- Accessibility for maintenance
- Repairability
- System furniture
- Flexible interior electric, lighting, communications, and local area network systems
- Commissioning standards

- ▶ Develop an execution program using all available resources to maintain and develop your installations.
- ▶ Work to assess the best opportunities for funding with Operations and Maintenance (OMA), Military Construction Army (MCA), and Non-Appropriated Funds (NAF). Encourage self-help projects as important elements in program.
- ▶ Private ventures and third party sources may offer potential funding support.

- ▶ Target one or two sub areas (community center, barracks, training, classrooms, etc.) of your installation and focus resources until the upgrade development is complete. Include modern building systems, up-to-date building finishes, interior furnishings, landscaping, walkways and parking. Completeness creates high impact and high payback results.
- ▶ Take care as you develop projects. Complying with public laws and regulations is a must, as is avoiding circumventing approval levels. Properly classify maintenance, repair, and construction work, making sure to avoid project splitting. Phased execution is no reason for project approval splitting. Develop projects with whole scope in mind and acquire up front approval to avoid circumventing approval levels.



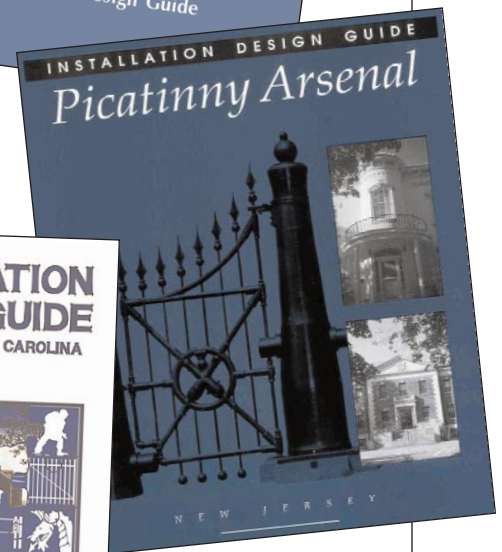
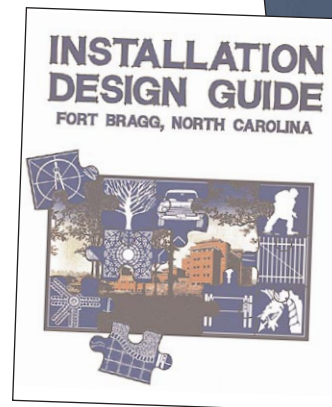
INSTALLATION DESIGN GUIDE

Every installation will have an Installation Design Guide governing the improvement of quality on an installation. Quality is dependent upon the standards implemented, appearance of the lay out, and physical components of the installation. The IDG is a comprehensive reference source providing standards for that quality.

Use the IDG for design decisions on all new construction, renovation, maintenance and repair projects. The Army IDG template will provide installations with a format, Army-wide standards, and examples to follow in preparation of their own IDG.

An IDG includes the following process for analysis, planning, design and implementation:

- Set Goals and Objectives.
- Collect Base Data.
- Conduct Visual and Spatial Surveys.
- Define Visual Zones and Themes.
- Define Visual and Spatial Assets and Liabilities.
- Prepare Functional Analysis.
- Prepare Visual Impression Plan.
- Prepare Recommendations for Projects to Improve Visual and Spatial Impacts.
- Include Interior Design.



*Consolidated
Maintenance Facility,
Tooele Army Depot, UT*





Commitment to Excellence

A Commander's legacy to tomorrow's soldier is dedication to installation excellence today.

Installation excellence requires leadership and resources.

But most of all, it requires rigorous adherence to standards that make it possible to transform installations to real Army Communities of Excellence.

...THE WAY IT WAS



...WHERE WE ARE NOW



Barracks, Fort Gordon, GA



Army Reserve HQ, Fort McPherson, GA

...WHERE WE ARE GOING



Artist Rendering of Basset Army Hospital, Fort Wainwright, AK



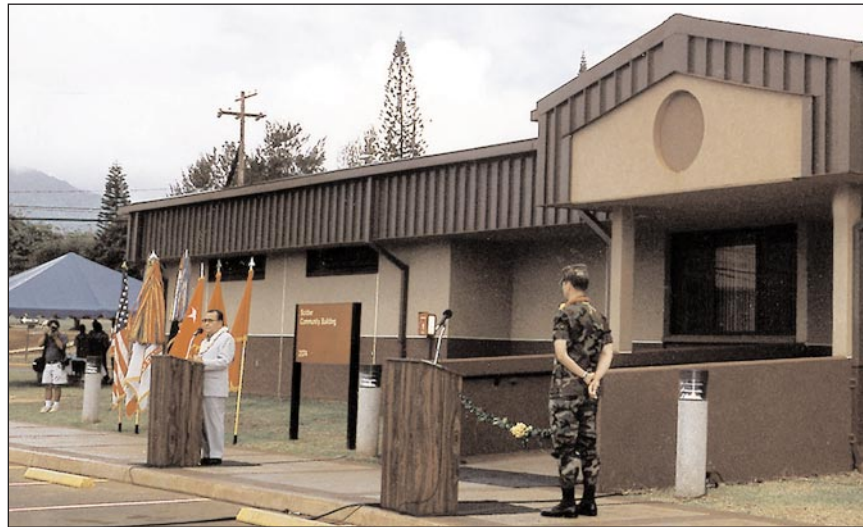
The Army is committed to influencing the facilities, services and environment where our Army lives, works, and trains. Establishing installation management standards for facilities and services is the key to providing common levels of service and to continuously improve the quality of our installations.

Setting installation design standards provides our soldiers, civilians and their families with an attractive and physically balanced working environment.

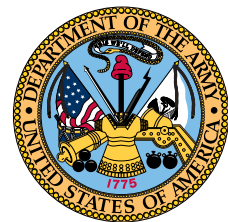
Improving the quality of our installations will improve the well-being of our military community and the operational readiness of our forces.



Ground Breaking Ceremony, Multi-story Housing, Yongson, Korea



Opening Ceremony, Barracks Complex, Schofield Barracks, HI





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1 October 2002

<http://www.hqda.army.mil/acsimweb/homepage.shtml>